

Knowledge Sharing Behavior: The Mediating Role of Psychological Safety in Health Care Units

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Abstract

In the high-pressure environment of modern healthcare, the ability to exchange critical information, clinical insights, and experiential wisdom is a fundamental determinant of patient safety and organizational resilience. Knowledge Sharing Behavior (KSB) within health care units is not merely a professional courtesy but a life-saving necessity. However, the hierarchical nature of medical institutions and the high stakes of clinical errors often create an atmosphere of silence, where staff members hesitate to share “half-baked” ideas or report “near-miss” incidents. This research investigates the mechanisms for nurturing KSB by focusing on the pivotal mediating role of Psychological Safety. Drawing upon Social Cognitive Theory and Social Exchange Theory, this study examines how organizational antecedents specifically inclusive leadership and organizational trust influence the willingness of healthcare professionals to engage in knowledge donating and collecting. A quantitative research design was employed, utilizing a structured survey administered to 400 healthcare practitioners, including doctors, nurses, and allied health professionals across various specialized units. Data were analyzed using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach to test the hypothesized mediating pathways. The empirical findings reveal that Psychological Safety acts as a potent mediator; while structural support and trust are necessary, they are insufficient to trigger consistent knowledge sharing unless staff members feel interpersonally safe to take risks. The results indicate that in units characterized by high psychological safety, there is a significantly higher frequency of informal knowledge exchange and collaborative problem-solving. This study contributes to healthcare management literature by highlighting that the path to a “learning health system” lies in reducing the perceived social risk of speaking up. Practically, the findings provide a strategic blueprint for hospital administrators to foster a culture of openness, ensuring that vital clinical knowledge flows freely to improve diagnostic accuracy and patient outcomes.

Keywords: *knowledge sharing, psychological safety, health care unit.*

INTRODUCTION

The healthcare industry is currently facing a global crisis characterized by increasing clinical complexity, aging populations, and the rapid emergence of novel pathogens. In this volatile context, the most valuable asset of any health care unit is the collective intellectual capital of its practitioners. Knowledge Sharing Behavior (KSB), defined as the process by which individuals exchange their tacit and explicit knowledge, is the cornerstone of high-quality patient care. When a veteran nurse shares a “clinical

intuition” with a junior resident, or when a multidisciplinary team discusses a failed surgical procedure to prevent future recurrences, the institution is engaging in the most effective form of risk management. However, despite its obvious benefits, knowledge sharing in healthcare is often hindered by “knowledge hoarding” or “defensive silence,” driven by a fear of appearing incompetent or the threat of litigation.

The primary challenge in nurturing KSB within medical units is the traditionally rigid and hierarchical professional culture. In many clinical settings, a “blame culture” persists, where errors are viewed as personal failings rather than systemic opportunities for learning. This environment discourages staff from sharing insights that might challenge the status quo or expose their own uncertainties. Therefore, it is no longer enough for hospitals to invest in digital Knowledge Management Systems (KMS); they must address the underlying social and psychological barriers that prevent people from using these systems. This study argues that the missing link in this equation is Psychological Safety the shared belief that a team is safe for interpersonal risk-taking.

Psychological safety allows healthcare professionals to speak up without fear of being humiliated, ignored, or punished. In a high-stakes environment like an Intensive Care Unit (ICU) or an Emergency Room, the presence of psychological safety ensures that even the most junior staff member feels empowered to voice a concern or share a novel observation. This research proposes that psychological safety does not just exist in a vacuum; it must be nurtured by foundational elements such as Organizational Trust and Inclusive Leadership. Trust provides the reliability needed for cooperation, while inclusive leadership provides the behavioral cues that tell employees their input is valued.

However, the specific mediating mechanism of psychological safety remains under-explored in the context of diverse healthcare units. While previous studies have linked trust to knowledge sharing, the “internal psychological bridge” that allows an individual to overcome the fear of judgment is less understood. This study aims to fill this gap by examining how psychological safety mediates the relationship between organizational support and knowledge sharing behavior. By understanding this dynamic, healthcare leaders can design interventions that go beyond technical training, focusing instead on building “brave spaces” where clinical wisdom can be shared freely. Ultimately, nurturing a culture of knowledge sharing is not just an administrative goal; it is a moral imperative to ensure the highest standards of patient safety and institutional innovation in an increasingly complex medical world.

RESEARCH METHODS

This study employs a quantitative, cross-sectional research design to investigate the interrelationships between organizational antecedents, psychological safety, and knowledge sharing behavior. The population for this study comprises healthcare professionals working in specialized units (e.g., Surgery, Internal Medicine, Pediatrics, and ICU) within secondary and tertiary hospitals. A purposive sampling technique was utilized to ensure that the participants have at least one year of experience in their respective units, providing them with sufficient exposure to the unit’s internal communication culture. Data were collected through a self-administered online questionnaire, designed to maintain high levels of anonymity to reduce social desirability bias, which is particularly prevalent in medical research.

The research instrument consisted of established scales adapted from the literature to fit the healthcare context. Knowledge Sharing Behavior was operationalized using a dual-dimension scale covering knowledge donating (giving information) and knowledge collecting (seeking information). Psychological Safety was measured using the classic seven-item scale developed by Edmondson, focusing on the perception of team-based risk-taking. Organizational Trust was assessed through indicators of benevolence, integrity, and competence. All items were measured on a 5-point Likert scale.

Data analysis was conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS). This method was chosen due to its superior ability to handle mediation analysis and its flexibility with non-normally distributed data, which is common in behavioral surveys. The analysis followed a two-step procedure: first, the Measurement Model (outer model) was evaluated to confirm internal consistency, convergent validity ($AVE > 0.5$), and discriminant validity (using the Heterotrait-Monotrait ratio/HTMT). Second, the Structural Model (inner model) was assessed to test the hypotheses. A bootstrapping procedure with 5,000 resamples was applied to determine the significance of the path coefficients (beta) and the indirect effects for the mediation analysis. Ethical approval was obtained from the institutional review board, ensuring that all participation was voluntary and confidential.

RESULTS AND DISCUSSION

The data analysis process in this study began with a profound evaluation of the measurement model to ensure that all instruments utilized possessed a high level of reliability and validity before testing the broader relationships between variables. The results indicated that all indicators representing knowledge sharing behavior, psychological safety, and organizational trust met the required factor loading criteria, meaning each questionnaire item accurately reflected its latent construct within the healthcare unit context. Furthermore, testing for convergent validity and composite reliability yielded highly satisfactory results, where the variance extracted demonstrated that the majority of information within the indicators could be effectively explained by their respective constructs. Discriminant validity was also well-confirmed, indicating that each variable in this study is conceptually unique and does not overlap with others. Once the measurement model met all academic requirements, the analysis proceeded to the structural model to observe the predictive power and direction of relationships between variables, proving that the proposed theoretical framework has a very strong relevance to the operational dynamics of medical personnel in the field.

The findings of this study reveal that organizational trust has a clear positive impact on the frequency and quality of knowledge exchange among medical personnel in hospitals. In a complex healthcare ecosystem, this trust encompasses the staff's belief that management possesses integrity, a commitment to employee welfare, and professional competence in managing public facilities. However, deeper discussion indicates that the influence of organizational trust does not operate solely in a direct manner, but rather functions progressively through the creation of a comfortable and supportive work atmosphere. Although trust in the institution provides a fundamental basis for employees' willingness to cooperate, it is not strong enough to trigger the disclosure of highly technical or sensitive information if it is not accompanied by a sense of security at the immediate team level. Organizational trust serves as a gateway that reduces suspicion

between colleagues, ensuring that medical personnel feel their valuable knowledge will be professionally respected and utilized entirely for the benefit of improving patient care, rather than for internal political interests or unhealthy career competition.

The primary focus of these research results lies in the crucial role of psychological safety as a mediator that effectively connects organizational factors with individual behavior. The data shows that psychological safety acts as a mental bridge that transforms good intentions into real actions in daily knowledge sharing. In high-risk healthcare units, such as emergency departments or operating rooms, the main barrier to sharing knowledge is often not a lack of technological facilities or formal procedures, but rather psychological barriers in the form of fear regarding negative evaluation from peers or superiors. This finding proves that when medical personnel feel psychologically safe, they no longer expend emotional energy on impression management or covering up their weaknesses to maintain a professional image. Instead, they become more courageous in asking critical questions, providing unusual innovative suggestions, or even admitting near-miss medical errors for the sake of collective team learning. Psychological safety dramatically lowers the mental burden of interaction, allowing vital clinical information to flow faster without being hindered by rigid hierarchical boundaries.

Furthermore, the discussion in this study highlights that psychological safety plays a significant role in encouraging the exchange of tacit knowledge, which is usually very difficult to formally document in computer systems. In the dynamic world of medicine, knowledge such as clinical intuition or specific patient handling techniques in emergency conditions can often only be shared through informal interactions filled with mutual trust. The research results illustrate that in units with low levels of psychological safety, staff tend to only share formal and administrative information because they feel safer simply following standard procedures rather than offering risky new perspectives that might trigger criticism. However, in units with high psychological safety, a much more productive collective learning process occurs where senior nurses feel more open to patiently mentoring junior nurses, and young doctors feel more courageous in providing input to their seniors if they perceive a potential safety risk to the patient. This convincingly proves that psychological safety is the primary enabling factor capable of transforming a healthcare unit from a mere workplace into a highly adaptive learning system.

Overall, the synthesis of these findings shows that the indirect influence of organizational factors on knowledge sharing behavior through the medium of psychological safety is much more dominant than its direct influence alone. This provides a new understanding for hospital managers that large investments in knowledge management systems or digital infrastructure will not provide optimal results if the social environment is still filled with a culture of blame or stigmatization of errors. Psychological safety creates a "brave space" where every member of the medical team, regardless of rank or position, feels they have a valuable voice that is listened to. This discussion also underscores that inclusive leadership is a key factor in building that psychological safety because leaders who demonstrate humility and actively invite participation from all team members will create new behavioral standards that promote openness. Thus, the effectiveness of knowledge exchange in healthcare units depends heavily on how the organization is able to manage the emotional dynamics and social interactions of its staff in a more humane way.

The final part of this discussion emphasizes the importance of practical implications for hospital management in designing more sustainable human resource development policies. Strategies to improve the quality of healthcare must include interpersonal skills training for clinical leaders so they have the capacity to build a non-judgmental work environment. Management must realize that knowledge sharing behavior is a voluntary act that cannot be forced through job descriptions alone. Therefore, building a foundation of trust and guaranteeing psychological safety is a long-term investment that will impact the reduction of medical error rates and the increase of innovation in service. Hospitals that succeed in nurturing this knowledge-sharing culture will have stronger resilience in facing future health challenges because they have the capacity to learn and adapt faster than organizations still trapped in a culture of silence and oppressive hierarchy. Ultimately, this research confirms that the success of a healthcare unit in managing knowledge is largely determined by the quality of the human relationships within it.

CONCLUSION

The findings of this study provide a definitive conclusion: the path to robust knowledge sharing in healthcare units is paved with psychological safety. While organizational trust and structural support are vital components of the healthcare ecosystem, they are mediated by the interpersonal climate of the work unit. This research has successfully demonstrated that Psychological Safety is the critical mechanism that converts latent organizational trust into active knowledge sharing behavior. When healthcare professionals feel safe to be vulnerable to admit ignorance, to ask questions, and to propose new ideas, the quality of information flow increases dramatically, leading to a more resilient and innovative clinical environment.

Theoretically, this study contributes to the literature by validating a mediation model in a high-stakes, hierarchical setting. It proves that even in environments where professional egos and clinical risks are high, social-psychological factors can overcome traditional barriers to communication. The study bridges the gap between macro-level organizational variables (trust) and micro-level individual behaviors (knowledge sharing) through the mid-level construct of psychological safety. This provides a more nuanced understanding of why some highly-resourced hospitals still suffer from communication breakdowns, while smaller units with strong team bonds can achieve superior clinical outcomes.

Practically, the implications for healthcare leadership are clear. Cultivating a “learning health system” requires more than just investment in technology; it requires a cultural shift. Hospital boards and administrators must prioritize the creation of psychologically safe environments as a core component of their patient safety strategy. This involves training clinical leaders to be more inclusive, implementing “no-blame” policies for reporting near-misses, and creating time and space for informal knowledge exchange. The goal is to move from a culture of “compliance and silence” to a culture of “collaboration and voice.”

However, this study is not without its limitations. The cross-sectional nature of the data collection means that we can only infer correlations, not long-term causality. Future research should consider longitudinal studies to observe how psychological safety and knowledge sharing evolve after specific leadership interventions. Additionally, exploring the role of “Professional Identity” or “Power Distance” as moderating variables

could provide deeper insights into why certain medical specialties share knowledge more effectively than others. In conclusion, by nurturing the psychological safety of its staff, a healthcare unit does more than just improve morale it creates a life-saving network of shared intelligence that is essential for the future of medicine.

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